

A Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA – School of Business and Economics.

CEMS-MIM WORK PROJECT

Defining a go-to-market strategy for Dr.OWL in the Alpinia region

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1) Brief context

A) Client

DR.OWL Nutri Health GmbH is an Austrian start-up company operating in the functional drinks market. Founded in 2013 by Georg Ferdinand Haschke, a former Simon-Kucher & Partners consultant and strategic brand manager at Henkel, it will enter the Alpinia market in October 2015 with its one single product: a 250 ml bottle of Dr.OWL detox drink. Dr.OWL is a science based detox drink that supports the metabolism and liver function and reinforces mental and physical performance (see appendix 1).

The company is mostly based on a subscription business model: it sells the product through its own website on a subscription basis that can be canceled by the client anytime. The company outsources both its production, logistics, return management and delivery processes. The production is outsourced to McCarter while the logistics, delivery and return management are outsourced to MH direkt.

Up until now the company has been focusing on product development, establishment of partnerships and website design. It currently counts with only two employees: the CEO and founder Georg Haschke, and Lukas Eidenhammer, a project manager. In September 2015 Dr.OWL expects to expand its team by hiring an online marketing specialist.

B) Market overview¹

According to Euromonitor, the Fortified/Functional drinks market comprises two categories: FF Hot Drinks and FF Soft Drinks. Dr.OWL operates in the functional drinks market, more specifically in the FF Soft Drinks category, which includes several sub-categories, being the most significant FF energy drinks, FF sports drinks, FF bottled water, FF fruit/vegetable juice and FF concentrates.

Looking at Euromonitor Fortified Functional Beverages Reports of the Alpinia countries, it was possible to conclude that the four markets are converging (2013 data). Austria (€261,3M) and Switzerland (€261,1M) have the smallest markets when compared to Germany (€1432M) and Italy (€449M). However, they present the highest forecasted CAGR (2013-2018): Austria with a 3,3% and Switzerland with 2,3%, a significant difference when compared to the 1,4% CAGR of Germany and 0,4% of Italy. Energy drinks account for more than 50% of the market in all

¹ Euromonitor International Fortified/Functional Beverages Reports (Austria, Germany, Switzerland, Italy)

countries, expect Italy. In Italy, sports drinks (41% market share) and fruit/vegetable juices (40%) are the biggest categories (for more information see slides 7-9).

C) Current client situation

After spending the last two years working on the project, Dr.OWL is finally ready to enter the market. The concept behind the company was tested and refined with the help of a consulting board and focus groups; the product went through several tasting sessions and was adapted accordingly; and several workshops with Döhler experts were conducted in order to reach the final taste and color of the drink, as well as the bottle design. The pricing model was set taking into account specialist advice on subscription models provided by Georg's personal network.

Production wise, McCarter is ready to produce 20 000 units for the next six months. When it comes to logistics and distribution, MH direkt has direct market entry to Alpinia (Germany, Austria, Switzerland and Northern Italy). Regarding Dr.OWL's website, it is close to be finished.

That being said, all the necessary conditions are met for Dr. OWL to enter the Alpinia market.

D) The business project challenge

As it was already mentioned, Dr.OWL detox drink will be launched in the Alpinia market in October of the current year. Although Georg Haschke is very passionate about the concept he has been developing in the last two years, he lacks the knowledge about the Alpinia market and its consumer behavior, which are crucial to successfully launch the company in the market.

This project's main challenge is, therefore, to get a better understanding of the Alpinia market and its consumers and use that knowledge to elaborate Dr.OWL's go-to-market strategy. The final outcome of the project is intended to be an actionable set of initiatives with a particular focus on marketing. As requested by Dr.OWL, the focus of these initiatives will be on two of the four Ps of marketing: place and promotion.

2. Reflection on the Work Done

A) Problem definition

The business project challenge can be translated into a main question: 'How should Dr.OWL enter the Alpinia market?' In order to answer this question, three sections of analysis were identified:

1. What do we need to know about the Alpinia market?

2. What do we need to know about consumers at the individual level?
3. Based on the market and consumer knowledge acquired, how should Dr.OWL define its marketing strategy?

The goal of the first two questions was to get a clear picture of the markets Dr.OWL will enter, starting with a country-level analysis and following with an analysis at the individual consumer level. The last question concerns the recommendations and implementation part of the project, which would be based on the knowledge acquired during the research phase.

B) Methodology

i. Work Plan

As it can be anticipated through the problem definition, this project can be divided in three main sections: market analysis, consumer analysis and recommendations.

Given the characteristics of the product and the company's online business model, six areas of analysis were considered relevant to get a better understanding of the Alpinia market: functional drinks market, food and drinks e-commerce, online payment methods, work-life balance, health and fitness and competitors analysis. This analysis would be performed based on macroeconomic variables, country level information and overall trends.

The analysis performed at the country level would then be complemented with an analysis of consumers in Alpinia. To get a better understanding of the individual consumer, surveys and interviews with potential consumers were performed. Based on the results of the surveys, we segmented the market and conducted interviews with representatives of each segment to get a deeper understanding of the behaviors of these consumers and their attitude towards Dr.OWL concept, product and website.

Based on the insights collected during the market analysis and consumer analysis phases, the team developed a marketing strategy where the target, brand positioning and brand identity were developed, as well as several recommendations regarding place and promotion. For a better understanding of how the project progressed during the semester see slides 3-5.

ii. Hypothesis

In order to be able to come up with conclusions and recommendations, we took some hypothesis as true and tested them during the project development. There were two types of hypothesis we had to consider during this project: market and concept related.

The hypothesis at the core of this project was that the Alpinia region, composed by Austria, Germany, Switzerland and Northern Italy, was the cluster with the highest fit for the launch of Dr.OWL. We also assumed that the four countries were similar enough to be addressed in similar terms.

When it comes to the concept, several hypotheses were identified. The first one is concerned with the product and packaging. It was assumed that the product and packaging suited consumer tastes and preferences. Secondly, it was assumed that the pricing model selected was the most adequate to drive the intended sales volume.

iii. Analysis

Phase 1: Market Analysis

Functional Drinks Market²

In the Austrian market the features consumers value the most are energy boost and endurance in combination with natural ingredients. The recent increase in health consciousness has increased the demand for natural products and ingredients. Customers want to maintain their vitamin and mineral intake and they look at functional beverages as a way to achieve that. Despite this health trend, the reduced sugar concept is not well perceived by the overall population. When it comes to pricing, the market is highly segment: there are several options ranging from premium products to discount ones.

Growth in the German functional drinks market will be driven by an expansion in the target audience. Up until 2013 younger generations were the top consumers of functional beverages. Due to the introduction of healthier and more natural products and subsequent marketing activities, it is expected that the market will be now able to attract a wider target audience, including 40 to 50 year olds. The energy drinks category represents 57% of the market and is expected to perform well during the forecasted period. In the German market consumers look essentially for an energy boost and mental performance, while general wellbeing being is left behind with medium-to-high importance. The increasing trend towards health and wellness, as well as the expansion of the target audience, has led to the introduction of more natural products and reduced sugar beverages. Premium and value brands are important, particularly in health-related products. Yet, there is an increase of private labels.

In Switzerland growth is expected to be driven by functional fruit and vegetable juices. It has been observed a strong health and wellness trend in the country, which is expected to fuel

² Euromonitor International Fortified/Functional Beverages Reports (Austria, Germany, Switzerland, Italy)

demand for functional beverages in general. Functional energy drinks have been negatively affected by this trend as Swiss citizens perceive the category as unhealthy and associate it with several health issues. Besides, the increasing penetration of private labels has also contributed to the slower growth of the category in the forecasted period. In the Swiss market the main focus of consumers is on general wellbeing and endurance. Consumers look at functional beverages as a way of improving their immune system & diet and overall health, reduce the risk of illness and control their weight. Switzerland is perhaps the most health aware country in Alpinia and functional drinks are perceived as a way to respond to their hectic lifestyle. Obesity is a topic on the rise in Switzerland, which goes in line with the trend of consumers increasingly looking for 'light' or 'zero' products. One of the factors stopping Switzerland from having a higher market growth is the emergence of private labels, which created a more competitive pricing environment in the market.

The Italian market shows a different story. As a result of the economic crisis, consumers are changing their consumption habits and the functional beverages market is no exception. Functional concentrates are expected to show strong growth as they are perceived as a substitute for more expensive drinks. The functional energy drinks category is also expected to perform well due to an increasing trend towards low calorie energy drinks. The average Italian consumer is mainly focused on quick and convenient rehydration and an instant energy boost. Better-for-you products (particularly organic and naturally healthy products) are a rising trend in the country, driven by a significant concern with sugar intake and increasing health awareness. Pricing wise, due to the repercussions of the financial crisis a high demand for value-for-money brands was identified. Yet, "combination products" covering specific needs are expected to be well-perceived by a more financially sound target group.

Food and Drinks E-commerce³

According to Euromonitor Internet Retailing 2013 Report of the Alpinia countries, Germany and Italy show the biggest size of food and drinks e-commerce, with €551,1M and €402M, respectively. This finding is consistent with the fact that these two countries present the highest population in Alpinia: Germany with 80,62M habitants and Italy with 59,83M. Germany and Italy also present the highest CAGR, 25,6% and 23%, respectively. Surprisingly, Switzerland, with a population of 8,081M, presented food and drinks e-commerce in the amount of 380,3M, a value not so far from the Italian one. Even accounting for a higher price level, Swiss consumers seem to have embraced online groceries shopping. From 2013 to 2018 food and drinks e-

³ Euromonitor International Internet Retailing Reports (Austria, Germany, Switzerland, Italy)

commerce is expected to grow 5,6% annually. Austria is still far from the remaining countries in Alpinia, with €71,8M being spent in food and drinks e-commerce in 2013 and a CAGR of 7,4%.

The small size of food and drinks e-commerce in Austria can be explained by the novelty of online grocery and consumer preferences towards offline grocery shopping. When it comes to m-commerce, mobile devices are mostly used to gather information and only 20% of internet retailing comes from m-commerce.

In Germany a change in discounter strategy towards online retailing has been observed in 2014. Prior to that, retailers' skepticism towards moving online was one of the barriers for the growth of online groceries retailing. One of the aspects highly valued by the German consumer is time convenient deliveries. Customers want to be able to select a delivery time slot for their online purchases, which tends to be either before or after working hours. In Germany, 50% of internet retailing is done through mobile devices..

Growth in the Swiss market is being driven by offline retailers. The two leading Swiss grocery retailers, Migros and Coop, are putting a major effort in the development of the online grocery category. Swiss consumers find it particularly convenient to do bulk purchases online and avoid the hassle of carrying heavy products home. Beverages fall in this category of purchases. Quick delivery, easy returns and a wide variety of payment methods are considered crucial. Only 13% of internet retailing is done through mobile devices as they are mostly used for research and loyalty schemes.

In Italy the high growth rate of food and drinks e-commerce can be explained by the high number of store-based retailers expected to launch e-commerce websites. Besides, Italian consumers seem to have a favorable attitude towards buying food and drinks online, being this category among the top product categories purchased online. Italian consumers look at online purchases as a cheaper way to get high quality products. When it comes to m-commerce, 19% of internet retailing is done through mobile devices. While mobile devices are mostly used for research purposes, payments are usually done on PCs.

Online Payment Methods⁴

Alpinia countries vary significantly in their online payment methods preferences. In Austria bank transfers are the most popular means of paying for internet shopping, followed by credit cards. Internet-specific payment methods such as PayPal are still “not widely accepted in Austria” (fewer than 10%). However, a new payment method called „eps Online-Überweisung“

⁴ Euromonitor International Consumer Lifestyles Reports (Austria, Germany, Switzerland, Italy)
Euromonitor International Internet Retailing Reports (Austria, Germany, Switzerland, Italy)

(online bank transfer scheme) is gaining ground. Nearly 25% of internet shoppers still prefer to pay for their online purchases offline, paying with cash upon delivery and using payment forms that accompany their goods.

German consumers are more concerned about data protection/payment issues than many of their European counterparts. Invoices for online shopping are still frequently sent out by post along with a paper payment slip. PayPal is popularly used for buying goods online, as are the two solutions specific to Germany: Giropay and Sofort Ueberweisung, which translates as „immediate transfer“.

In Switzerland the favorite and most trusted payment method remains invoice, followed by credit card and PayPal, which has been gaining increasing popularity.

In Italy credit cards and debit cards are used mainly for online purchases. However, pre-paid cards remain the most popular payment method for online transactions. There is still a substantial proportion of Italians who are afraid of fraud when making online payments and, thanks to the use of their pre-paid cards, they can limit their potential losses to the amount loaded onto the pre-paid card.

Work-life Balance⁵

There is a close relationship between a person's work-life balance and its tiredness level. A low work-life balance would most naturally be translated into tiredness and, therefore, a higher need for Dr.OWL detox drink. That being said, we used OECD Better Life Index (2015) to perform a country level analysis of the work-life balance in Alpinia.

All Alpinia countries presented a lower percentage of employees working very long hours (on average 50h/week or more) in percentage of the population than the OECD average of 13%. Italy scored the lowest, with 3,7%, followed by Germany with 5,2%, Switzerland with 6,7% and Austria with 7,6%. Across all countries there were more men working very long hours than women.

In a scale from 0 to 10, Austria presented the lowest work-life balance with a score of 6.0 and Germany the highest, with a score of 8.0. Switzerland and Italy stayed in the middle, with 7.2 and 7.5 respectively.

⁵ <http://www.oecdbetterlifeindex.org/topics/work-life-balance/>

Health and Fitness⁶

Given the physique and metabolism pillars of the product, the group considered to be of crucial importance to analyze health and fitness trends in Alpinia in order to see whether the product would constitute a good fit with Alpinia's health awareness and fitness activity.

In Austria health concerns about diabetes and overweight are on the rise. Along with this trend there is a high growth in the demand of health & wellness products.

In Germany overweight has been a topic of concern for the population and government. Obesity is on the rise and in order to address this issue the German government has introduced a national plan to promote physical activity and healthy diets. In parallel with this trend is the increasing demand for health and wellness products, with promising demand for organic drinks.

Switzerland is the country where consumers are more concerned about health issues. They present a strong health awareness and pro-active attitude towards health. Their main focus is currently on weight control. Besides, a trend towards vitamins products and organic drinks has also been observed.

Although interest towards health and wellness products has been increasing in Italy, it is still far from the health awareness observed in the remaining Alpinia countries. The trend towards health has been mostly observed in older consumers. Among the products demanded, we have that reduced sugar drinks and organic drinks seem to be quite popular.

When it comes to fitness, there is an overall decrease of physical activity in Europe, with women being more affected than men. Still, Austria's, Switzerland's, and Germany's are among the top countries with the most time dedicated to sport activities in Europe. Italy scores considerably lower than the remaining countries in Alpinia. In Austria, Germany and Switzerland the percentage of people that never practices sports ranges between 26% and 29%, values completely different from 60% verified in Italy.

Regarding Detox trends, the google trends tool allowed us to conclude that the term 'detox' is mostly associated with diet and tea across all Alpinia countries.

Competitors Analysis

In order to get a feeling of the competitive landscape in Alpinia, an analysis of what we considered to be Dr.OWL's direct competitors was performed. Competitors have been identified as "direct competitors" based on their similarities with Dr.OWL in the following

⁶ Schweizerische Eidgenossenschaft Sportaktivität und Sportinteresse der Schweizer Bevölkerung

dimensions: product benefits, market presence, and niche characteristics. The analysis performed included the two variables we will be focusing on during this project – place and promotion – and on price.

After research has been conducted, we came up with five competitors: Substanz, Kreutzbergs, Verve, Kaahée and Glucose. The first three brands are energy drinks and the last two can be seen as hangover drinks. One interesting aspect was that all brands were present in Germany, but only Verve was sold in Italy. Glucose was the only competitor being sold exclusively online and Kreutzbergs the only competitor using detoxing features in its brand positioning. For more information on competitors see slides 15-16 and 81-86.

Step 2: Consumer Analysis

The second step of our analysis was to understand Alpinia consumers at the individual level in order to segment the market. In the beginning of the project Dr.OWL stated he was interested in knowing more about Alpinia urban achievers. The company clearly stated this was its target population and they wanted to know more about these consumers and understand whether this group could be further segmented.

The first step in our analysis was to create a segmentation model, in which we defined three psychographic dimensions we considered relevant to segment the market: frequency of downtimes, work-life-balance and health & sports. This model would then be tested through the implementation of a survey, which would allow us to understand whether these variables were the most relevant to segment the population of urban achievers. Besides testing the model, the survey would provide us with demographic (gender, age, number of children), socio-economic (income, education), psychographic (lifestyle, working hours, sports, diet) and behavioral (information search; frequency, causes and response to downtimes; intention to buy) information.

After Dr.OWL approved the model and survey the group started applying the surveys. Although the main purpose of this survey was to better understand consumers in Alpinia, due to resources limitations (time and financial), the surveys were only applied in Austria, more specifically in the Vienna region. In order to extend the results of this study to the German, Swiss and Italian population the group relied on country level information and interviews with representatives of each country in order to understand if major differences could be observed in consumer behavior among the four countries.

The survey was sent to different types of companies and hospitals using the group's personal network. After adjusting the results collected, we got a sample size of 200 respondents.

SPSS was used to conduct the data analysis. The first step was to conduct a factor analysis to check if the questions within the dimensions work-life balance, sports and fitness were correlated and if these dimensions were correlated among themselves. After verifying they were, the model initially developed could be used to segment the market. A cluster analysis was performed along the three dimensions, which revealed three different clusters. After that, a logistic regression analysis was performed to check which independent variables best explained the dependent variables for each customer segment, being the dependent variables 'intention to buy healthy drink that reduces/prevents downtimes' and 'willingness to buy groceries/beverages online'. The last step was to use descriptive statistics to analyse each cluster and determine its characteristics and behaviour (for more information on the methodology used see slides 87-95).

The three clusters were defined as Naturals, Healthy Leisure Lovers and Work hard – Play hard. The naturals were characterized by a very high work-life balance, high health & sportiness, very low frequency of downtimes; the healthy leisure lovers by a high work-life balance, high health & sportiness, very high frequency of downtimes; and the work hard-play hard by a very low work-life balance, low health & sportiness, average frequency of downtimes (for more information on clusters see slides 23-35)

Based on the descriptive analysis, a persona was created to represent each cluster (see appendix 2). These personas intend to provide an easy way to understand each cluster identified.

The major differences between clusters lie in the reasons for and remedies against downtimes and the resulting affinity for a product like Dr.OWL. The Naturals and Healthy Leisure Lovers present very similar characteristics. Their potential affinity with Dr.OWL is rather low, as they seem to prefer natural remedies against downtimes. However, the waking up effect may be attractive to them. In the case of the Work hard-Play hard cluster, the potential affinity with Dr.OWL is rather high, as they prefer coffee as a major remedy against downtimes. This is the only cluster that consumes energy drinks for a waking up effect or concentration boost.

After conducting this survey we could conclude that the mind aspect was the most prevalent one, and therefore the positioning of the brand and promotion should focus on the waking up and concentration effect. High work load ranked the highest in all clusters as the reason for downtimes. However, some differences were found among clusters that might require a different approach from Dr.OWL. The work hard – play hard people and naturals are stressed because of

work or family demands and the healthy leisure lovers are stressed because of work and leisure activities.

After this analysis, fifteen in depth interviews were conducted: nine of them in Austria, with three interviewees of each cluster; and six of them among the other Alpinia countries, with two people representing the urban achievers of each country (Germany, Switzerland and Northern Italy).

The interviews were performed to understand consumers attitude towards Dr.OWL, namely its product, pricing, subscription model, brand, website and purchasing preferences. This interviews were conducted using the beta version of Dr.OWL's website as a basis for discussion. As Dr.OWL's website will be the main distribution channel through which the product will be sold, these interviews were a good approximation of a real customer experience.

After the interviews some conclusions were derived. When it comes to the price scheme presented, 100% of the interviewees found the price €29.99/ 6-pack too high. Being the price a deciding factor, they would not buy the product. Another key take-away was the fact that interviewees would like to try the product before buying. They were likely to subscribe online to the product, but only if they got the chance to confirm that they liked the product by trying it out before hand. That being said, a one-time purchase option is a deciding factor.

As for promotion, they mostly inform themselves about new products through friends and family, magazines, Facebook and websites and blogs if they want to know more details about the product. When it comes to promotions, coupons and samples were considered a good incentive to drive purchases. Another aspect mentioned was that the packaging needs to be appealing in order to generate interest. Regarding the purchase scenario, customers would like to be able to choose a delivery time and would prefer to receive the products at home instead of the offices. They stated they would not feel comfortable receiving personal mail at their offices.

There were some notable differences among consumers in the four countries, namely in their attitudes towards online purchasing and subscription models and the product itself. As indicated in our market research, Austrian consumers have not embraced online food and drinks purchases, which will be a problem for Dr.OWL when entering this market with a pure online approach. They were even more reluctant to subscribe online to the product. Their attitude towards the product was also the most negative one among the four countries in Alpinia. Germany, Switzerland and Italy all seem to be quite positive about online grocery shopping. However, they also presented some resistance to subscribe to such a product. The country with

the most positive attitude towards subscription models and Dr.OWL product was clearly Switzerland. Germany and Italy also showed a positive attitude about the product and were curious to know more about it.

During the interviews we also tested Dr.OWL's website, which gave us some valuable information about consumers' perceptions about the brand, website design, information displayed and effectiveness of conveying the intended messages.

The most striking insight received regarding the brand relates with Dr.OWL's logo. Most interviewees perceived the owl as "aggressive and mean" and they did not see the connection between the logo and the product (one even said it seemed a logo of a software program).

For some reason, a lot of interviewees associated the website design with sports. They considered the design modern and liked the scroll down approach adopted – they considered it to have a good flow. However they were surprised that only men were featured in the website, especially being the product a health beverage.

The different pricing schemes were also not very clear. People thought the Recover/Revival/Rebirth options referred to different products when in fact they are just different pricing schemes: Recover (6 pack; €29,90/month); Revival (12 pack; €49,90/month) and Rebirth (24 pack; €89,90/month).

Regarding the information provided in the website, there were two remarks: on the one side, there was information missing; on the other side, there were some aspects people did not understand. There was no information about the package size, consumption instructions and ingredients compared to recommended daily intake. The interviewees were also confused about the connection between detox and energy boost, had trouble understanding the one-carbon-cleanse and metabolic function and other scientific vocabulary, which was even enhanced by the fact that all the information was displayed in English instead of German.

C) Recommendations to the company

Based on the insights collected during the research phase, the team elaborated on the target, brand positioning and brand identity, and developed several recommendations regarding place and promotion.

Targeting

After discussing the survey results with Dr.OWL it was decided that Dr.OWL would target all three clusters: Naturals, Healthy Leisure Lovers and Work hard – Play hard. As the clusters did

not differ significantly we concluded that the benefits of addressing each cluster in a different manner did not compensate for the additional complexity it would bring for the launch of the brand. Therefore, Dr.OWL's target remained the urban achievers, which include the three clusters above mentioned.

In geographical terms, Dr. OWL decided to exclude Italy from its target and focus only on Austria, Germany and Switzerland. As the market research at the country level showed, the Italian market was significantly different from the other two countries, which would require a different entry approach. Besides, Dr.OWL intended to target Northern Italy only and all the information collected regarded the whole country, which might be bringing misleading information. Therefore, the company decided to firstly launch the product in Austria, Germany and Switzerland as a testing phase, and while doing it gain more time to fully understand how to adapt the campaigns rolled out in these countries to Italy. The positioning, brand identity, place and promotion will be applied in the same manner in the three markets.

Positioning

Based on the fact that the energy aspect was considered the most relevant for consumers in our survey analysis, we decided to position the brand around its detox features and 'mind' pillar, downgrading the 'physique' aspect of the drink. The positioning of the brand can be seen through the following positioning statement:

Dr.OWL is a science-based health beverage (frame of reference) for urban achievers in Austria, Germany and Switzerland (target) that detoxes the body, eliminates tiredness and enhances concentration (points of difference) due to its one-carbon-cleanse scientifically proven formula (reason to believe).

Brand Identity

Based on this positioning, we developed a brand identity based on the Kapferer Brand Identity Prism (see appendix 3). The scientific background, detox concept, mental performance and the owl image are at the core of the brand.

Place

Own Website

Dr.OWL's business model relies mostly on a subscription based model, where consumers subscribe to the product online in Dr.OWL's website and have it shipped to their preferred location on a monthly basis. Therefore, the company's main selling point will be its own

website. After testing the beta version of the webpage we could identify some areas of improvement.

A FAQs should be added, as well as a product button on the top of the page, which would direct the consumer immediately to the product information. In this section three areas should be developed: product functions; scientific background; and usage instructions. In order to facilitate the understanding of the product's scientific background we propose the development of a video explaining the Once Carbon Cleanse in a science 101 format. The scientific approach to detox should also be explained in the product section and it should be connected to people's perceptions of the concept (which in Alpinia seems to be diet and tea). In the sale section an explanation regarding each scheme should be provided. Another important recommendation is to adopt German as the language of the website landing page, providing also the option to change it to English.

In order to generate traffic to the website several promotion tactics will be used. Additionally, we suggest the usage of QR-codes in the product package, on flyers that will be handed out in goodie bags and/or at fairs and at stands at fairs/events.

To monitor the website performance we recommend the usage of google analytics, a free tool that allows the company to track who is going to the site, how did they get there and what are they doing in the website. An analysis of the data provided by google analytics will allow Dr.OWL to understand what the most important KPIs are.

Amazon

As Dr.OWL is still an unknown brand, it would be unrealistic to rely solely on its own website sales. Amazon would be a way to let people know about Dr.OWL and purchase it through a channel they are already used to. Amazon would only allow consumers to make one-time purchases of the 6, 12 or 24 packages. Ideally, consumers that purchased Dr.OWL products through Amazon and had a good experience with the product would feel the curiosity of knowing more about the product and visit Dr.OWL's website, where they would be led to the subscription plan..

In the Amazon store Dr.Owl would be located in the Groceries category within the Beverages section. Within this section he would be placed in the sub-section of Protein&Energy, more specifically in the Energy, Sports and Soft drinks sub-section.

As the beverages category needs Amazon approval prior to selling, Dr.OWL would need to apply and wait for Amazon's approval. We recommend it to use Amazon's fulfillment services

so that sales through this channel would be automatically handled. The costs of being at Amazon will involve a monthly fee of €39 and a referral fee of 15% of the sum paid by the customer.

Corporations

Being Dr.OWL's target urban achievers we believe offices are a good place to have the products being sold. There are two different approaches to get into corporations: negotiate directly with the company's human resources and have them sold to the offices, who would have them available for employees for free; or get into food service suppliers and vending machines product portfolio and sell it directly to employees at the offices.

After talking with the human resources of several companies we came to the conclusion that they were reluctant to introduce unknown brands and products in their offices. Therefore, we recommend Dr.OWL to develop brand awareness before trying to approach corporations' human resources.

Given Dr.OWL's price point we believe there is a low fit with vending machines, which usually offer more affordable products. As for food service providers we recommend Dr.OWL to approach Eurest and Sodexo, two of the biggest food service providers in Alpinia. Negotiations would need to take place to understand the feasibility of cooperation and the prices charged.

Promotion

Before moving on with the promotion strategy recommended, it is important to clarify the objectives of this campaign. Starting with marketing objectives, we were set with a clear sales target: 200 000 units in the first six months after the launch. On top of this sales objective there was the overall goal of achieving brand awareness and test the positioning of the brand.

The communication objectives of the launch campaign were to create brand awareness, more specifically brand recall, that is, the ability of customers to recall the brand when they think about the category need. As Dr.OWL will be a product not available at traditional distribution channels for beverages, such as supermarkets, more than recognizing the brand in the point of sale it is crucial that consumers remember it so that they can go to Dr.OWL's website and subscribe the product. With this promotion campaign Dr.OWL also intends to create a positive brand attitude and brand purchase intention.

The promotional initiatives will also be crucial to stimulate trial and subscription, which is of high importance at this point when the company is trying to get its first customers and, perhaps, turn them into brand ambassadors.

The promotion strategy proposed is based on four key areas: online advertising, social media, public relations and sampling. We recommend hiring a digital marketing expert for the team, who would be responsible for handling online advertising, social media presence and public relations.

Google Ads

Two types of Google ads will be used: Google Adwords and Google Display. In the first month we will be focusing on Google Display advertising in order to generate awareness. We will target Germany, Austria and Switzerland and target the following interests: Beauty & Fitness, Cleanse & Detoxification, Healthy Eating and Energy Drink. The Google Adwords campaign will last for one year and will use keywords such as Detox drink, Energy drink, Detox. The total cost of these two campaigns will be €30 000.

Facebook Ads

Facebook ads will be used to promote Dr.OWL's Facebook page and to boost some of the posts it will make. The page will be promoted through the selection of the target group, which will be: 20 to 55 years old; living in Austria, Germany or Switzerland; both male and female; and have interests among 'Gesunde Ernährung, Schönheit und Fitness, Detox, Detox Getränk, Energy Drink, Entgiftung, gesunder energy drink, Konzentrationssteigerung, Performancesteigerung'. To promote posts, Dr.OWL will use the option 'people who liked your page and their friends' as its targeting option. The duration of the campaign will depend on the type of posts. In total Facebook ads will cost €1554 per month.

YouTube Ads

Among the different types of YouTube ads (display ads, overlay ads, skipable video ads and non-skipable video ads) we suggest Dr.OWL to use Skipable Video Ads. This option allows viewers to skip ads after 5 seconds and can be inserted before, during, or after the main video and only charges the company if the viewer watched the video for at least 30 seconds (or the entire duration of the video if it is shorter than that). This campaign will target people between 18 and 54 years old, both male and female, in Austria, Germany and Switzerland with interests in the categories Health and fitness and Business professionals.

Amazon Ads

In Amazon there are four different types of ads: sponsored product ads, amazon local, amazon remarketing and product ads. We recommended Dr.OWL to use product ads to drive traffic to its product offer on Amazon. It targets shoppers searching on Amazon for products similar or related to Dr.OWL. These ads are an effective way to drive purchases on the Amazon page as

people searching for similar products on Amazon will likely have a higher buying predisposition.

Affiliate Programs

Another initiative proposed was the usage of affiliate programs, a type of performance-based marketing in which Dr.OWL would reward an affiliate based on the traffic it could generate to its website. We recommended Dr.OWL to develop a tailor made affiliate program with affilinet, one of the best connected affiliate networks in the Dach region. This initiative would cost €1750 per month.

Social media

We recommended Dr.OWL to create a social media presence in the most used channels in the Dach region, namely Facebook, YouTube, Twitter, Instagram and LinkedIn. Depending on the channel, some specific recommendations were provided.

On Facebook a Buy option should be included to drive traffic to Dr.OWL's website. An explanation video about the product should be featured at the top of the page's newsfeed so that consumers could easily understand the product claims. Page performance should be tracked using Facebook statistics. In YouTube videos should be kept short and have one of the following functions: inform, educate or entertain. Twitter is perhaps the best channel to connect with influencers and industry experts. Twitter Search should be used to track relevant conversations on the industry and intervene with relevant content. It is also a good way to quickly reply to customer service issues. Instagram could be used to generate brand awareness through competitions and giveaways. LinkedIn is a good way to connect with urban achievers, as they will like be interested in the type of content shared in this platform. Dr.OWL should get itself noticed by publishing articles related with science, performance, detox and other aspects related with the product and industry.

Own Blog

Dr.OWL's blog should be used to create a community around Dr.OWL and the detox and performance concept. Therefore, it would be relevant to share interviews with experts and influencers from the areas of nutrition, health and detox; success and experience stories on detox and cleansing; updates about Dr.OWL participation in events and fairs; performance related topics; etc.

To increase the reach of the blog Dr.OWL should submit its blog posts to Stumble Upon and join blogging communities such as ProBlogger or CopyBlogger to network with other bloggers, and to cross-promote each other's content.

Bloggers

After having built a considerable social media presence, bloggers should be used as multipliers in order to spread the word and make an increasing amount of potential customers aware of Dr.OWL's benefits. We recommend the usage of the blogger outreach program Buzzsumo to identify the most suitable blogs in the areas of Health/Sport, Nutrition, Productivity and Lifestyle/Trends. Bloggers will be incentivized by free samples and subscriptions as well as monetary incentives (€5 for each newly attracted customer, via traceable voucher codes). Dr.OWL should expect to spend €643 per month with bloggers' incentives and Buzzsumo fee.

Brand Ambassadors

The brand ambassadors program can be divided in two parts: the AmbasadOWLs and the Celebrities/Influencers.

The AmbasadOWLs will be Dr.OWL customers who want to promote the brand among their contacts and get incentives for it, namely free products, recruitment cash incentives and cash prizes in case they win the AmbasadOWL of the month competition. Each AmbasadOWL will be assigned with a code that he/she will use to promote the brand. They will advocate for the product, talk to friends, hand out samples and give out the code and encourage them to use it to get a discount (20%) for an online purchase of a 6-pack of Dr.OWL. In this way, Dr.OWL will be able to track the sales brought by each AmbasadOWL and evaluate the effectiveness of the program. With this program Dr.OWL will spend €1016 per month.

The influencers will be people well-known within their social circle and that work for renowned companies. We recommend Dr.OWL to rely on its own network, which Georg Haschke has developed through his years working in consulting and for Henkel, and to explore the Whatchado platform and identify people with a good fit with the company and target audience. These ambassadors would be in charge of recording video testimonials of their experience with Dr.OWL to be posted on Dr.OWL's website and YouTube channel and shared on their own social media platforms. They are also in charge of advocating the brand among their social group. They would get free products (1 six-pack/appearance), VIP status on the website and payment per appearance. With this program Dr.OWL will spend €1006 per month.

YouTubers

Still related with the brand ambassador initiative is the YouTubers one. Using Dr.OWL's YouTube channel, ambassadors will be featured in a video blog diary that will show them consuming the drink over a certain period of time and talk about their experience with it.

Business Related events

In order to create brand awareness among potential customers in a direct and personal way, we would advise Dr.OWL to get into business related events in Austria, Germany and Switzerland by having a stand in the event and/or having its products placed in the goodie bags distributed to participants in the beginning of the event. Examples of events we would recommend include TEDx, Forum Alpbach, Profil high potential day, Lange Nacht Der Startups and St. Gallen Symposium.

Sampling

One of the aspects mentioned throughout the interviews was that consumers considered very important to try out the product before committing to a subscription model. Therefore, we believe that in order to stimulate trial free samples should be given away in places where urban achievers can be found. As it was just mentioned, a possibility would be to include it in goodie bags of business related events. Another possibility is to have hostesses at the entrance of the event individually giving it to participants. We also recommend Dr.OWL to distribute samples in office areas in big cities in Austria, Germany and Switzerland, along with small flyers explaining the product and directing people to Dr.OWL's website through a QR-code. Last but not least we recommend Dr.OWL to sponsor sports events where a lot of sporty urban achievers can be found, such as the "Grossglockner Ultra-Trail" in Austria. Dr.OWL should include free product samples in goodie bags and banners along the event, in this case, the running track. The total cost of sampling is estimated to be €5516.

D) Concerns

Despite being a beverage, Dr.OWL is following a completely different approach to the market and that entails risk. Selling the product almost exclusively online might be a problem, particularly in Austria, where consumers are still not convinced about buying their groceries online. Having the product sold offline in supermarkets, retailers or concept stores was an option out of the table right from the beginning of the project due to the high margins charged by such distributors, which would make it impossible for Dr.OWL to make a profit.

Another aspect that may become an obstacle to drive sales is the fact that Dr.OWL does not offer the possibility of ordering a trial bottle in the website prior to subscription. This would not be feasible from a logistics perspective as it would be too expensive to ship just one single product. Although we introduced free sampling activities in our promotion campaign, this will not address the customers who reach Dr.OWL's website based on online marketing activities.

Another concern is whether Dr.OWL will be able to educate consumers about the scientific approach of detox. It is necessary to educate consumers about the detox concept beyond diet and tea, which are the most common associations to the term in the Dach region. However, the explanation for Dr.OWL claims is based on the complex one carbon cycle process that takes place in the human body and this is a message difficult to convey to the average consumer.

3. Reflection on learning

A) Previous knowledge

In this project, the group had to apply some of the knowledge acquired during the masters to Dr.OWL's specific case, particularly in the field of marketing. In our recommendations, we addressed most of the topics present in a marketing plan: segmentation, targeting, positioning, brand identity and marketing mix. The marketing mix, however, was not fully analyzed, leaving product and price behind and focusing on place and promotion. As Kotler and Keller mention, segmentation, targeting and positioning are the core concepts of marketing that need to be understood before developing marketing strategies and plans. The Kapferer Brand Identity Prism framework learned in the Luxury Marketing and Management course was also applied. This framework analyzes a brand based on six different dimensions: physical (salient brand features); relationship (counterpart given by the brand to its consumers/users); customer reflection (brand "projected/desired" consumer type); personality (if the brand was a person, how should it be?); culture (set of values feeding the brand inspiration) and self-image (brand aspired target's internal mirror). When it comes to the marketing mix, several concepts learned in the Integrated Marketing Communications course were used in the promotion section, namely the notions of marketing, communication and action objectives and of how to develop a media strategy.

The academic knowledge we got during our studies has always been focused on big corporations, as we can see by looking at the case studies analyzed in most courses. Marketing courses are no exception as they tend to focus on success cases in the business world to illustrate its theories and concepts. Being Dr.OWL a start-up, the marketing mix had to be adjusted not

only in function of what would make the most sense for Dr.OWL's product, but also based on its limited budget.

Rossiter Percy Bellman grid segments creative tactics according to consumer involvement (low involvement; high involvement) and consumer motivation (informational; transformational). Low involvement brands are typically associated with non-durable goods where trial is enough to stimulate purchases. High involvement brands usually require a more thorough search before purchase takes place. Informational tactics should be used when the brand focuses on problem removal/avoidance, product improvement, approach-avoidance, replenishment while transformational tactics are more effective when sensorial gratification, intellectual stimulus and social approval are at the core of the brand communication. Soft beverages are typically seen as low involvement transformational brands where sensorial gratification tends to be emphasized. Although Dr.OWL is a soft beverage, it should be seen rather as a low involvement informational brand due to the fact that its product detox claims are focused on problem removal and problem avoidance. One of the characteristics looked for in the communication of this type of brands is expertise, which can be conveyed by including an industry expert or someone which is perceived as knowledgeable among the product category. Dr.OWL promotion campaign uses mostly online channels, which besides fitting its online business model and niche position in the market, also fit the communication objectives proposed. By using online channels DR.OWL can direct the target audience to the website where it will educate consumers about the product benefits and claims. The testimonials that will be featured in the website and the experts posts on the blog will help bring credibility to the product claims.

The greatest advantages for Dr.OWL of following an online advertising approach are the precise targeting, the low cost of the campaign and the creative flexibility it allows, which is perhaps the most important factor for a start-up that is still testing the market and consumer response to its products and brand.

B) New knowledge

It is important to mention that this Business Project was the first consulting project I have been involved in. Therefore, the topic of project management played an important role in the knowledge acquired. In this project we used a framework typically used in consulting firms, the 7-step problem solving framework (see slide 3).

On the business content side, this project allowed me to develop a different perspective of marketing: the perspective of a start-up. Research shows that marketing in start-ups does not

exactly follow the traditional approach usually described in marketing literature. Recent research conducted by David Stokes (2000), a lecturer in the Small Business Research Centre at the Kingston Business School, identified four areas where big corporation differed from smaller ones: marketing as an organizational theory, marketing as a strategy, the marketing mix and market intelligence.

In big corporations, marketing as an organizational philosophy indicates that an assessment of market needs comes before new product development. However, when asked about the processes of new product or service development, entrepreneurs indicated that they tended to start with an idea, and then try to find a market for it. This was exactly the case for Dr.OWL. It started with the product and after that they tried to find a market to place it. Before starting this project they knew the product was being developed for the functional drinks market, but they were not sure whether to place it in the sports drinks market, energy drinks market or OTC market. In start-ups the development of new concepts and ideas seem to be more important than the principles of customer orientation traditionally defended in marketing literature.

Marketing as a strategy typically involves a top down approach to the market in which the strategy process develops in the processes of segmentation, targeting and positioning (in that order). This approach is followed so that products and services are focused on appropriate buyer groups and it usually involves both secondary and primary market research. During this project we followed a traditional „marketing as a strategy approach“: we started with secondary and primary research to understand the market and consumers, and we pursued with segmentation, targeting and positioning recommendations.

This seems not to be typically implemented in start-ups. In this study, entrepreneurs described a bottom-up targeting process in which they began by serving the needs of a few customers and then expanded the base gradually as experience and resources allowed. Dr.OWL started, indeed, with a market opportunity – a gap in a scientific approach to detox – and it followed by testing the concept with some focus groups. Although a target has been identified, in the first few months after the launch Dr.OWL will have the chance of testing the product in the real market and understand whether its first consumers are a good fit with the target selected. Although a clear marketing strategy was defined in this project, it is not static and will likely have to be adapted based on market response.

Regarding the marketing mix, research concluded that entrepreneurs do not define their marketing mix with the traditional four Ps of marketing, although they usually include promotions. Instead, they prefer to rely on personal relationships to interact with the customer

and get market knowledge and word-of-mouth to generate sales. In fact, the number one source of new customers for small firms is recommendations from customers, suppliers or other referral groups. Although they also use other types of promotion, word-of-mouth seems to be the most frequent and most important way of transmitting marketing messages. In our recommendations we also propose Dr.OWL to rely on word-of-mouth about its products through its brand ambassadors program, namely the ambassadOWLs. Social Media and blogs will also be used to get in touch with consumers and to explore the word-of-mouth effect.

Last but not least there is the market intelligence topic. Entrepreneurs tend to rely on informal methods of gathering market information, usually through personal observation and networks of contacts involved in the industry. They tend to think that monitoring competitors' activity is quite important but they tend to do it through a basic collection of price lists. The reasons given for lack of formal research varied from believing it to be unnecessary, to thinking it expensive or not very helpful. In this area Dr.OWL did not agree with this trend in entrepreneurial marketing and specifically asked the group to perform a formal market research and consumer analysis. However, the power of networks was something crucial for the development of Dr.OWL. Starting with the concept, Georg Haschke father, Ferdinand Haschke, was a key element in the development of the product due to his scientific background. His degree in medicine and PhD in human nutrition, along with his MBA in the Business School IMD Lausanne, provided him the knowledge to help developing the product. He is currently Vice-President of Nestec.Ltd in Switzerland and Chairman of the Nestle Nutrition Institute, making him an influencer and expert in the industry. Besides relying on his father for the product development, Georg also used his personal network to get advice from specialist regarding Dr.OWL concept, taste, packaging, subscription model and pricing scheme.

C) Personal experience

During my academic journey I have had the chance to develop group projects in most of the courses I took place, which I believe provided me with a great learning opportunity. This business project was different from all those projects in two ways: on the one side, there was a strict cooperation with a real company; and on the other side the project would have practical implications in the development of the company.

These two points somehow shaped the development of this project. Given the importance of the final outcome for Dr.OWL, the project was developed in a strict cooperation with the company. Several meetings were held in their office and a couple of status presentations were held in addition to the midterm and final presentations. Moreover, Dr.OWL approval was requested

before important decisions were made regarding the project. An example of it is the consumer analysis performed. The survey had to be adjusted several times before we got Dr.OWL's approval to start distributing it.

Although it was a good experience to work in such close cooperation with the company, it also brought some challenges. It was sometimes hard to keep the project going due to the constant meetings and approval required to move on. Also, being this a start-up there is a very strong emotional connection with the brand, which makes it harder for them to accept negative feedback (e.g. all respondents criticized the logo, however Dr.OWL has no intention to change it).

My contribution for this project was mostly in the market research section and go-to-market recommendations. The tasks were assigned based on the team elements' strengths and skills. Our group was composed by 8 elements of four different nationalities: five Austrians, one German, one Vietnamese and a Portuguese. Since this project was conducted in the Dach region, the German speaking elements of the group stayed in charge of elaborating the survey (in German) and distributing it using their personal networks. They were also responsible for conducting the interviews, once again held in German. The statistical analysis of the survey results was assigned based on who had the best SPSS skills and experience.

The fact that I did not speak German and had very little experience with SPSS was the major weaknesses I felt in this project. However, it did not represent an issue for the project development as other elements of the group had these skills as their strengths. Another weakness I felt was my lack of knowledge in digital marketing. Although I have had several marketing related courses during my studies, the online marketing topic was never approached in a practical manner. Therefore, in order to recommend a specific online campaign I had to learn about the different options and its implementation.

I believe my major strength in this project was the marketing knowledge I had acquired during my masters. I could use several concepts I have learned in classes like Marketing in a Dynamic World, Luxury Marketing and Management and Integrated Marketing Communications. The latter was particularly relevant when developing the promotion part of the marketing mix.

My personal development plan will act in two areas: technical skills and language skills. When it comes to technical skills, my first step will be to address my lack of knowledge in SPSS. As my sister is studying Sociology, she has been learning a lot about statistics and data management. In fact, she has been using SPSS in most of her courses and she had a specific

SPSS subject where she learned how to use the software. During this Summer I intend to read her SPSS course materials and spend some time with her learning how to use the software. Another subject I intend to further explore is digital marketing. I will start in September 2015 working in the digital product division of the adidas group, where I expect to learn a lot about digital tools and digital marketing.

As for my language skills, I have already started working on them. While working on my business project I was attending a German Business Communication course, where I had my first contact with the language. During my internship at adidas in Germany I also plan to enroll in a German language course.

D) Benefit of hindsight

In terms of project management, there are some things we could have done differently. We had a very large group – 8 elements – which sometimes made coordination difficult. Also, when the entire group was gathered for meetings they tended to be highly inefficient as we spent a lot of time discussing minor issues. In the beginning we agreed to gather the entire group to make the most important decision and brainstorm, and then to split the group in smaller teams and work separately in different parts of the project. Although in theory it seems to be a good approach, in practice it led to a lot of inefficiencies. Whenever the group was all together the discussions were ‘all over the place’ and not really structured, which on the one hand made it harder to reach a conclusion/agreement and on the other hand created a dynamic where some of the elements of the group talked a lot and others were not focused at all in the discussions. To address this problem a clear agenda should have been followed in each meeting and meetings with all the elements of the group should have been less frequent. A team leader should have been assigned to make the bridge between the sub-groups and keep everyone informed about how the other sub-team’s work was progressing.

In the end of the project Dr.OWL congratulated us for our work and stated that they were positively surprised by the quality of the project. I believe the team added the most value by delivering very actionable recommendations that Dr.OWL could implement right away. The market research and consumer analysis also provided them with valuable insights about the market and how consumers perceived the brand and the website. The feedback regarding the website will allow them to adapt some issues prior to its launch. In general am I very satisfied with the final outcome of this project.

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Appendixes

Appendix 1 – Dr.OWL's product claims



Appendix 2 – Personas representing each consumer segment

Naturals: Ms. Anna Berger

- 35 – 45 years old
- Bachelor's degree
- Rather high income (Ø age: 2647€)
- She does not have children
- Has hardly ever downtimes, if she does, this is due to high work load, lack of sleep and family demands.
- Works up to 45 hours a week
- Rather healthy due to high frequency of sports and a healthy diet
- She exercises, gets fresh air and drinks water to prevent downtimes (to combat tiredness and improve concentration)
- Informs herself about new groceries and/or beverages via google, social media, websites, in the store, newspapers and through familiy and friends
- Would be interested in buying a healthy beverage that reduces/prevents downtimes rather offline than online

Healthy leisure lovers: Mrs. Katrin Müller

- 46 - 55 years old

- Mag/Masters/MBA degree
- Rather low income (Ø income: 1737€)
- Has downtimes 1-2x a week mainly due to high work load, lack of sleep & stressful leisure time
- Works up to 45 hours a week
- Rather healthy due to high frequency of sports and healthy diet
- Fresh air, water and exercise are used as remedies to prevent downtimes; however coffee is used to combat tiredness and improve concentration
- Informs herself about new groceries and/or beverages via websites, google, social media, and through newspapers, family and friends
- Would be interested in buying a healthy beverage that reduces/prevents downtimes rather offline than online

Work-hard play-hard: Mr. Thomas Meyer

- 35 – 45 years old
- Mag/Masters/MBA degree
- Medium income (Ø income: 2063€)
- Has downtimes 1-2x a week mainly due to
- High work load and lack of sleep
- Works up to 60 hours a week
- Rather unhealthy due to medium frequency of sports and unhealthy diet
- Drinks coffee and energy drinks to prevent downtimes (to combat tiredness and improve concentration)
- Informs himself about new groceries and/or beverages via google, social media, websites, in the store and through family and friends
- Would be interested in buying a healthy beverage that reduces/prevents downtimes rather offline than online

Appendix 3 – Dr.OWL's Kapferer Brand Identity Prism



Appendix 4 – Financial analysis

Period	Okt.15	Nov.15	Dez.15	Jän.16	Feb.16	Mär.16	%
Net Sales	5000	8350	13950	23290	38890	64950	100%
Cost of goods sold	-2500	-4175	-6975	-11645	-19445	-32475	50%
Profit Contribution (DB)	€ 2.500	€ 4.175	€ 6.975	€ 11.645	€ 19.445	€ 32.475	50%
Σ Fixed Costs	10.000	10.000	10.000	10.000	10.000	10.000	
Website							
Maintainance							
Σ Marketing Exp.	14.577	12.077	12.077	14.167	14.167	14.167	22%
Social Media (Facebook)	1.580	1.580	1.580	1.580	1.580	1.580	
Google AdWords	7.747	7.747	7.747	3.873	3.873	3.873	
Google Display				1.818	1.818	1.818	
Affiliates	1.750	1.750	1.750	1.750	1.750	1.750	
Amazon Ads	1.000	1.000	1.000	1.000	1.000	1.000	

Youtube				2.497	2.497	2.497
Bloggers				643	643	643
Banner Creation	2.500					
Testimonials				1.006	1.006	1.006
Sampling Business Areas	1.583	1.583	1.583	1.583	1.583	1.583
Ambassadors				1016	1016	1016
Selling, General and Admin.						
Amazon	39	39	39	39	39	39
Lost revenues (Commission 15%)	75	125	209	349	583	974
Σ Operating Expenses	€ 24.616	€ 22.116	€ 22.116	€ 24.206	€ 24.206	€ 24.206
Monthly Interest	250	250	250	250	250	250
EBIT	-€ 22.327	-€ 18.152	-€ 15.352	-€ 12.772	-€ 4.972	€ 8.058
Income Tax						25%
Net Income	-€ 22.327	-€ 18.152	-€ 15.352	-€ 12.772	-€ 4.972	€ 8.058
Available Funds (Budget)*1	25.000	25.000	25.000	25.000	25.000	